

**California High Speed Rail Authority  
Program Management Oversight Services  
FY 2009/2010 Work Program/Scope of Services**

**100 Phase I – Oversight of PE and EIR/EIS**

This work includes all PMO services for Phase I beginning with notice to proceed and ending on June 30, 2010.

**110 Months 1 and 2**

The initial 2 months of work will involve setting up operations, evaluating/establishing basic contract management procedures, gaining greater familiarity with program issues and status, and identifying initial findings and presenting recommendations for improving the current process.

**110.1 PMO Project Office Setup**

It is anticipated that the PMO Project Manager and administrative staff will be co-located within Authority Headquarters. This task will involve move-in of staff and installation of furniture, equipment and supplies and establishing office files.

**110.2 Authority Staff Debriefings**

The PMO Project Manager will conduct initial debriefings with Authority staff regarding program strategic objectives, challenges, and PMC Team performance to-date. A questionnaire will be developed in advance to facilitate comprehensive debriefings.

**110.3 PMC Team Management Debriefings**

The PMO Project Manager will conduct initial debriefings with the PMC Program Director, Deputy Director and Lead Managers to begin evaluation of current PMC processes and ongoing challenges. A questionnaire will be developed in advance to facilitate comprehensive debriefings.

**110.4 Prepare Implementation Plans**

Implementation Plans will be prepared for the PMO functions listed below. These plans will be structured using this WBS so they can be rolled up to an Executive Summary and expanded for full detail.

- 110.4.1 Engineering Oversight
- 110.4.2 Project Management Oversight
- 110.4.3 Environmental Oversight
- 110.4.4 Project Controls/Administration

Deliverables:

- Implementation Plans for each Discipline

**110.5 Section Field Reviews**

The PMO Project Manager and the Environmental and Right-of-Way Task Managers will conduct initial field reviews of all section alignments and conduct debriefings with the PMC Regional Managers and Section Team Project Managers.

Deliverable:

- Field Review Notes

**110.6 Program and Project Delivery Document Review**

The PMO Project Manager and appropriate Task Managers and Technical Leads will review relevant program and project delivery documents, including but not limited to:

- 110.6.1 Alignment Alternatives Analyses Work-in-Progress
- 110.6.2 Project Specific Environmental Work-in-Progress (technical studies, etc.)
- 110.6.3 Program Basis of Design, Design Criteria & Standards
- 110.6.4 Engineering Technical Studies and Reports
- 110.6.5 Technical Working Group (TWG) Records
- 110.6.6 Ridership and Revenue Forecasting
- 110.6.7 System Operating Plan

**110.7 Review / Audit of Project Management Plan (PMP)**

The PMO Project Manager will conduct a critical review and audit of the PMP and make recommendations for process improvements. This will include evaluation of the overall approach to program implementation by the PMC including the program schedule.

Deliverable:

- Findings and Recommendations Memo

**110.8 Review / Audit of Project Management and Control System (PMCS)**

The PMO Project Manager will conduct a critical review and audit of the PMCS and make recommendations for improvements.

Deliverable:

- Findings and Recommendations Memo

**110.9 Review / Audit of Risk Management Plan (RMP)**

The PMO Project Manager will conduct a critical review and audit of the RMP and make recommendations for improvements. The RMP will be reviewed for comprehensiveness and the methodology used for pricing the risks into the capital cost models.

Deliverable:

- Findings and Recommendations Memo

**110.10 Review / Audit of Capital Cost Estimation Models**

The PMO Project Manager and Right-of-Way Oversight Task Manager will conduct a critical review and audit of the Capital Cost Estimation Model and make recommendations for improvements.

Deliverable:

- Findings and Recommendations Memo

**110.11 Review / Audit of Quality Assurance & Quality Control (QA/QC) Plan**

The PMO Project Manager will conduct a critical review and audit of the QA/QC Plan and make recommendations for improvements.

Deliverable:

- Findings and Recommendations Memo

**110.12 Review / Audit of Contract Administration Functions**

The PMO Project Manager and project administration lead will review the current process and make recommendations for any necessary revisions.

Deliverable:

- Findings and Recommendations Memo

**110.13 Review / Audit of PMC Technical Review Process**

The PMO Project Manager will review the overall process and timeliness of PMC technical reviews and make recommendations for any necessary revisions.

Deliverable:

- Findings and Recommendations Memo

**110.14 Establish PMO Progress Audit Procedures**

Uniform procedures will be established for oversight of work progress of the PMC Team and the Section Teams. This is expected to include a process of monthly audits of work-in-progress for specific deliverables.

Deliverable:

- Progress Audit Guidelines

**120 Phase I - Months 3 and 4**

Over the second 2-month period, the focus will be on implementation of process-improvement recommendations and refinement of the ongoing contract management processes.

**120.1 Development and Implementation of PMC Process Improvement Plans**

The PMO Team will work with the Authority and PMC Team to develop and implement all needed improvements to the following processes:

- 120.1.1 PMP
- 120.1.2 PMCS
- 120.1.3 RMP
- 120.1.4 Cost Estimation Models
- 120.1.5 QA/QC Plan

Deliverables:

- Process Improvement Plans for each Process

**120.2 Review PMC Annual Work Plan**

The PMO Project Manager and appropriate Task Managers will review the PMC Work Plan for the next fiscal year. The review will cover the scope, deliverables, staffing, budget and schedule.

Deliverable:

- Findings and Recommendations Memo

**120.3 Review / Audit of the Insurance Program**

The PMO Project Manager will conduct a critical review and audit of the Insurance Program and make recommendations for improvements.

Deliverable:

- Findings and Recommendations Memo

**130 Phase I Basic Services – NTP thru 6/30/10**

Concurrent with the activities of Tasks 110 and 120, the following ongoing basic services will be performed.

**130.1 Review and Approval of PMC Invoice Packages**

Invoices will be reviewed for compliance with the approved work plans, scope of work, appropriateness of staffing, approved billing rate schedules and allowable direct expenses.

Deliverables:

- Review Comments
- Approval Memos

**130.2 Conduct Monthly Progress Audits**

Progress Audits will consist of cursory review of physical deliverables in progress and estimation of percent complete to determine earned value. The earned value will be measured against the percentage of budget expended to date.

Deliverable:

- Monthly Progress Audit Reports

**130.3 Technical Reviews of PMC Deliverables**

The deliverables of the PMC will be reviewed by the respective managerial or technical specialists of the PMO Team. The PMO will generate review comments and record and track the status and responses. PMC Deliverables are anticipated to include the following:

- 130.3.1 Basis of Design and Design Criteria
- 130.3.2 Seismic Design Criteria

Deliverable:

- Technical Review Comment/Response Forms

**130.4 Oversight of Section Team Deliverable Reviews by the PMC**

PMO technical specialists will perform cursory review of the comments and responses from the PMC reviews of Section Team deliverables. Section Team deliverables include but may not be limited to the following:

- 130.4.1 Alignment Alternatives Analyses and Recommendations
- 130.4.2 15% Engineering Drawings
- 130.4.4 Administrative Draft Environmental Technical Studies

Deliverables:

- Technical Oversight Memos

**130.5 Meeting Attendance**

The PMO Project Manager and/or the appropriate Task Managers or technical leads, as required, will attend the following meetings:

- 130.5.1 Authority Board Meetings (Total 6)
- 130.5.2 Authority Staff Meetings and 3-month Look-Ahead meetings (Total 24)
- 130.5.3 PMC and Section Team coordination meetings (Total 6)
- 130.5.4 On-site community and stakeholder meetings/presentations (Total 8)
- 130.5.5 Agency coordination meetings (Total 12)

Deliverables:

- Meeting Notes (as required)

### **130.6 Conduct PMO Coordination Meetings**

The PMO will conduct the following internal coordination meetings.

130.6.1 Weekly PMO Team Teleconferences (Total 24)

130.6.2 Monthly PMO Team Meetings (Total 6)

Deliverables:

- Meeting Agendas
- Meeting Notes

### **130.7 PMO Status Reports**

PMO Status Reports will be prepared and submitted to the Authority monthly. The reports will include a high-level Executive Summary followed by these detailed sections:

- I. PMO Services
  - A. Services Completed this Period
  - B. Services to be Completed Next Period
  - C. Status of Deliverables
  - D. Budget Status
  - E. Red Flag Issues (Decisions/information needed, implementation plan changes, etc.)
- II. PMC Services
  - A. Services Completed this Period
  - B. Services to be Completed Next Period
  - C. Status of Deliverables
  - D. Budget Status
  - E. Red Flag Issues (Decisions/information needed, implementation plan changes, etc.)
- III. PMC Critical Performance Evaluation and Recommendations (Included Quarterly)
  - A. Overall program cohesion and the extent to which the PMC is fulfilling the Authority's vision
  - B. Project management structure, staffing levels, and administrative procedures
  - C. Selection of tools and procedures for project management and control functions, along with quality and risk management
  - D. Extent of innovation for achieving efficiencies and schedule acceleration
  - E. Personnel development and performance techniques
  - F. Approach to resolution of regulatory and institutional obstacles
- IV. Section Team Services (By Section)
  - A. Services Completed this Period
  - B. Services to be Completed Next Period
  - C. Status of Deliverables
    1. Engineering
    2. Environmental
  - D. Budget Status
  - E. Schedule Status
  - F. Red Flag Issues (Decisions/information needed, implementation plan changes, etc.)

Deliverables:

- Monthly PMO Status Reports